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# **DON Best Practices in USA Staffing Transition**

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# DON HR Roles & Responsibilities

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- ❑ OCHR HQ RTPD: Develop recruitment business processes and tools on behalf of the OCHR Director
  - ◆ Develop USA Staffing Upgrade products (templates, guides, etc.)
  - ◆ Develop DON recruitment common business processes
  - ◆ Manage transition project
  
- ❑ HROs: Implement DON processes and tools; assist command in implementation of business processes and tools
  - ◆ Use USA Staffing to onboard new employees, extend tentative job offer; coordinate of physical, etc.
  
- ❑ OCHR Operations: Implement DON processes and tools
  - ◆ Use USA Staffing to prepare and post vacancy announcements, develop assessment questionnaires, issue certificates
  - ◆ Collaborate with RTPD on the development of recruitment business process; follow DON common business process
  - ◆ Plan and execute the Upgrade transition in collaboration with servicing partners



# Special Funding Overview

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## ☐ Resources Obtained

- ◆ Billets and travel funds through FY17 to complete the Upgrade

## ☐ Overall Deliverable

- ◆ Full deployment of the USA Staffing Upgrade using a refreshed standard Department of the Navy recruitment business process, which reduces or eliminates unnecessary hand-offs and redundancies in processes that do not add value.



# Special Funding Deliverables

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- ☐ DON Assessment Library
- ☐ DON Templates
- ☐ Refreshed Recruitment Process Guides
- ☐ Centralized System Administration
- ☐ Ops Center Training
- ☐ HRO Training
- ☐ Hiring Manager & Employee Training
- ☐ Deployment Support (e.g., helpdesk)
- ☐ Customization of Onboarding Manager Tool



# System Administration

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## ☐ Hired One Billet to Support

- ◆ Establish DON defaults in system
- ◆ Prepare eligibilities, JOA templates, and notification templates
- ◆ Develop Office Admin Process Guide
- ◆ Load DON standardized verbiage
- ◆ Perform continuous testing to identify future business process decisions



# Assessment Library

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- ❑ Hired Four Billets and 1 Reemployed Annuitant to Support
  - ◆ Prepare DON assessment data for migration to new system
  - ◆ Develop DON Competency Networks
  - ◆ Develop DON Assessment Package Templates
  - ◆ Identify new solutions such as customized response options and multiple answer items



# Training and Communication

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## ❑ Hired Three Billets to Support

- ◆ Prepare training and user guides for new onboarding functions
- ◆ Prepare training and user guides for Ops Center Users
- ◆ Prepare training and user guides for Hiring Managers and Job Applicants
- ◆ Prepare stakeholder communications and Fact Sheets



# Administrative Support

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## ☐ Hired Two Billets to Support

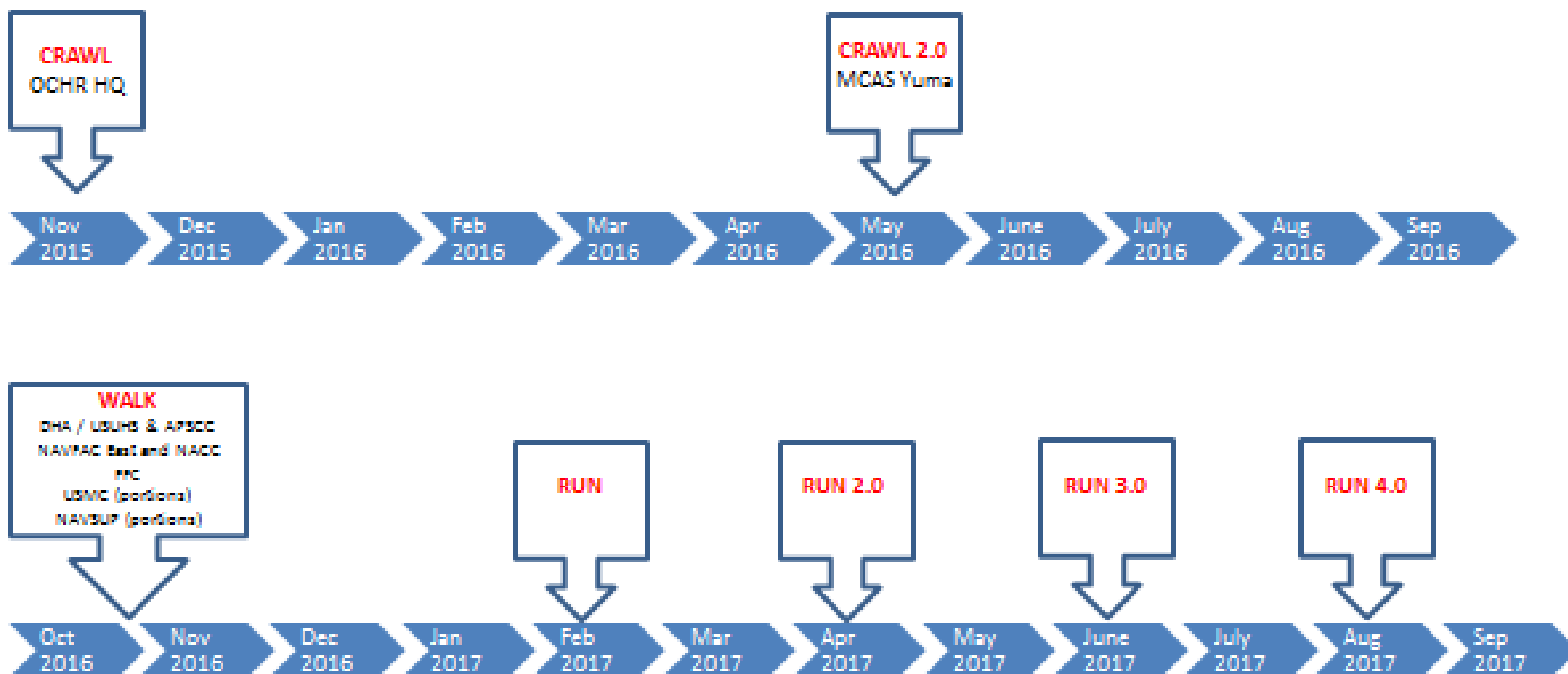
- ◆ Extra data from legacy for assessment library development
- ◆ Prepare templates and documents necessary to support the rest of the team
- ◆ Load assessment library data in to the Upgrade
- ◆ Perform other administrative tasks to support the Program Managers and Project Leads





# DON Notional Transition Schedule

## USA STAFFING HIGH LEVEL TRANSITION TIMELINE- A





# Pre-Crawl Pilot

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- ❑ Posted four Job Opportunity Announcements using production USA Staffing Upgrade
  - ◆ Opened 14 September
  - ◆ Closed 21 September
- ❑ Completed five selections
  - ◆ Made from four certificates issued
  - ◆ The selections were documented; the certificates audited and completed, and final disposition letters were issued using the new tool and business process.
- ❑ Afforded DON the opportunity to develop:
  - ◆ Training materials and user guides for DON USA Staffing Operations Center users
  - ◆ Training materials and a user guide for DON USA Staffing Hiring Managers.



# Crawl Planning

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- ☐ Project Management
- ☐ Business Process Decisions
- ☐ System Administration
- ☐ Training and Communication
- ☐ Assessment Library



# Project Management

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- ❑ Program Managers: USA Staffing Program Manager and Onboarding Program Manager
- ❑ Partner with USA Staffing Product Owners to request functionality changes in the upgrade
- ❑ Establish Working Group to plan and implement crawl (Includes Ops Center, HQ, HRO, admin and hiring managers)
- ❑ Manage the project by assigning POAM tasks and portions of the project to our project leads



# Business Process Decisions

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- ☐ Identify areas in the recruitment business process that require a DON business process decision
  - ◆ System features and functions
  - ◆ Anything that touches a hiring manager or an applicant
- ☐ Create Business Process Decision Form:
  - ◆ Current Process
  - ◆ Impact, Discussion Points, System features
  - ◆ Comments, final decision
- ☐ Hold Meeting with all Stakeholders
  - ◆ Collect opinions, strive for consensus
  - ◆ Non-consensus items go to senior executives



# System Administration

## ADMINISTRATION ▾

⚙ Admin Home



### Users & Permissions

- Manage General Contacts
- Manage Users
- Manage Permission Profiles



### Maintenance

- Manage Customers
- Manage Tags



### Libraries

- Manage Position Descriptions
- Manage Announcement Items
- Manage Competency Networks
- Manage Eligibilities



### Templates

- Manage Announcement Templates
- Manage Notification Templates
- Manage Assessment Package Templates



### Workflow

- Manage Tasks
- Manage Workflows



### Default Settings

- Manage Announcement Default Settings
- Manage Assessment Default Settings
- Manage Vacancy Default Settings

❑ Took what was in legacy and enhanced it

❑ As we created the content, we created the admin guide



# Accounts and permissions

Due to the new account types and permission profiles options we decided to create a user account request form



## DON USA STAFFING BUSINESS PROCESS GUIDE

### APPENDIX B – USER ACCOUNT REQUEST FORM

This form should be completed and sent to the Recruitment Tools and Processes Division (RTPD)  
POC for action at [USAShelpdesk@navy.mil](mailto:USAShelpdesk@navy.mil)

<b>A. REQUESTED ACTION:</b>		<input type="checkbox"/> New Account <input type="checkbox"/> Update Account
<b>B. USER ACCOUNT INFORMATION:</b> If request is to Update Account, clearly specify area(s) to be updated		
1. Full Name (Last, First, Middle Initial)		
2. Official Position Title		
3. Work Email Address		
4. Work Mailing Address (including zip code)		
5. Work telephone number (including area code)		
<b>C. USER TYPE:</b>		
1. Please select the user type(s) needed.	<input type="checkbox"/> Human Resources User (Operations Center Personnel) <input type="checkbox"/> Hiring Manager User (Command or HRO Personnel) <input type="checkbox"/> Onboarding User (HRO Personnel) <input type="checkbox"/> Applicant Flow Data User <input type="checkbox"/> Reports Only User	
<b>D. PROFILE:</b> Complete this section only if you requested <b>Hiring Manager User, Human Resources User or Onboarding User</b>		
1. If you Selected <b>Human Resources User</b> , please check the appropriate permission profile: <input type="checkbox"/> DON EIC Representative (Ops Center personnel with authority to review applicant information for inquiries in USA Staffing.) <input type="checkbox"/> DON Ops Center User (Ops Center personnel with authority to post JOAs, issue certs, etc...) <input type="checkbox"/> Onboarding Only User (Ops Center personnel with authority to conduct onboarding functions in USA Staffing) <input type="checkbox"/> HR View Only (Ops Center personnel with authority to review recruitments and onboarding functions in USA Staffing)		
2. If you Selected <b>Hiring Manager User</b> , please check the appropriate permission profile: <input type="checkbox"/> DON Hiring Manager User (Authority to approve recruitments, and make selection decisions) <input type="checkbox"/> DON Hiring Manager Assistant (HRO, Command Liaison and Administrative personnel with the authority to review and print documents for Hiring Managers.)		
3. If you Selected <b>Onboarding User</b> , please check the appropriate permission profile: <input type="checkbox"/> Standard Onboarding User (HRO personnel with authority to conduct onboarding functions in USA Staffing)		



# System Set Up

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- ❑ Pulled all eligibility assessments and formed working group
  - ◆ Made decision on what DON would use for eligibilities
  - ◆ Updated monthly after each system release
- ❑ JOA templates
  - ❑ Increased JOA templates from 21 to 50
  - ❑ Created templates based on qual standard
- ❑ Notification Letters
  - ◆ Created standard notification letters
  - ◆ Polled working group for customized NORs or disposition letters used in legacy





# Training and Communication

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- ☐ Created a new user guide in a new format
  - ◆ Original created Nov 2015
  - ◆ Updated monthly after each system release
- ☐ Created a hiring manager user guide
- ☐ Created a communication plan
  - ◆ Educate and excite stakeholder
  - ◆ Emails, Factsheets, Briefs
  - ◆ Frequency, including dates



# Assessment Library

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## □ What is an assessment library?

- ◆ A place to store and manage assessment data that is **intended for re-use**
- ◆ Competency Networks (Competencies and Items)
- ◆ Assessment Package Templates



# Assessment Library Goals

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- ❑ Build a quality-reviewed, robust, relevant competency-based assessment library
- ❑ Use existing legacy assessment questionnaire data
- ❑ Incorporate DoD competency models into the recruitment and selection process
- ❑ Standardize the DON vernacular



# Competency Network

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- ❑ A Competency Network is a series-based collection of competencies and items used in the development of assessment questionnaires that will distinguish qualifications among applicants
  - Example: The DON 0201 Competency Network contains 32 competencies and 824 items



# DoD Competency Management

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## □ Law and Direction

- ◆ P.L. 109-163: Requires the DoD create a Strategic Human Capital Plan to shape and improve the civilian employee workforce of the Department of Defense. The SHCP requires competency-based selection factors
- ◆ DoDI 1400.25 V250, Civilian Strategic Human Capital Planning: Establishes DoD policy for a structured competency-based approach instituted throughout the DoD in support of SHCP that applies competency based job analysis methodologies for developing competency based selection factors that allow selecting officials to evaluate candidates on the competencies required by the vacant position



# Competency Models

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- ❑ DoD's five-tiered competency framework encompasses the following:
- ❑ Tier 1: Core competencies that apply across DoD regardless of Component or occupation (e.g., the DoD Leadership Competency Model).
- ❑ Tier 2: Primary (technical) occupational competencies that apply across discrete occupational series or functions.
- ❑ Tier 3: Sub-occupational (parenthetical) specialty competencies
- ❑ Tier 4: Component/Agency-unique competencies
- ❑ Tier 5: Position-specific competencies

# Competency Model Tier 1

## DoD Civilian Leader Development Continuum

DEPARTMENT OF DEFENSE  
**CPMS**  
Civilian Personnel Management Service





# Competency Model Tier 2

## ➤ USA Staffing:

- Validated models submitted for the following functional communities:

### **Environmental Management**

- 0028, ENVIRONMENTAL PROTECTION
- 0401, GEN NATURAL RESOURCES MGMT AND BIOLOGICAL SCIENCES
- 0819, ENVIRONMENTAL ENGINEERING

### **Facility Engineering and Management**

- 1173, HOUSING MANAGEMENT
- 1601, EQUIPMENT, FACILITIES AND SERVICES
- 1640, FACILITY OPERATIONS SERVICES – Feb 2015
- 5306, AIR CONDITIONING EQUIPMENT MECHANIC (WG)

### **Law Enforcement**

- 0085, SECURITY GUARD
- 1801, GENERAL INSPECTION & INVESTIGATION
- 1805, INVESTIGATIVE ANALYSIS
- 1811, CRIMINAL INVESTIGATING

### **Financial Management**

- 0501, FINANCIAL ADMIN & PROGRAM
- 0503, FINANCIAL CLERICAL & ASSISTANCE
- 0505, FINANCIAL MANAGEMENT
- 0510, ACCOUNTING
- 0511, AUDITING
- 0525, ACCOUNTING TECHNICIAN
- 0530, CASH PROCESSING
- 0540, VOUCHER EXAMINING
- 0544, CIVILIAN PAY
- 0545, MILITARY PAY
- 0560, BUDGET ANALYSIS
- 0561, BUDGET CLERICAL & ASSISTANCE
- 0599, FM STUDENT TRAINEE

- Pending DCAT Phase III/ MCOs will be submitted AFTER the completion of DCAT Phase III (NTL August 2016).

## ➤ SHCPD Website – Competency Information

- Validated Competency Models can be found at the SCHPD Website:  
<https://dodhrinfo.cpms.osd.mil/Directorates/HRSPAS/Strategic-Human-Capital-Management/Pages/Competency-Management.aspx>





# Competency Model

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**Developed by IO Psychologists for career lifecycle**

## **Competencies**

- ☐ Measureable pattern of skills, knowledge, abilities, behaviors, and other characteristics which an individual needs to perform work
- ☐ Categorized as General or Technical
- ☐ Identified in the job analysis and used in the assessment questionnaire

## **Tasks**

- ☐ Used in Job Analysis to identify the duties associated with the occupation
- ☐ Tasks are rated by the hiring manager for importance and frequency
- ☐ Tasks are linked to competencies in the job analysis



# Competency Network

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**Developed by components for use in USA Staffing**

## **Competencies**

- ❑ Measureable pattern of skills, knowledge, abilities, behaviors, and other characteristics which an individual needs to perform work
- ❑ Categorized as General or Technical
- ❑ Identified in the job analysis and used in the assessment questionnaire

## **Items**

- ❑ Used in assessment questionnaires to measure the extent to which an applicant possesses the competency
- ❑ Must reflect the grade level of the position
- ❑ Used to rank eligible applicants

# Competency Network

Comp ID	Competency Title	Competency Description
<b>1.0</b>	<b>Benefits and Work Life Programs (DoD Tier 2)</b>	<b>Provide guidance and consultation to stakeholders regarding retirement, insurance, work life, leave, workers' compensation, and other related programs.</b>
	1.01 Advise employees on payment options for health benefits coverage while on Leave Without Pay (LWOP) or after separation.	
	1.02 Advise managers on reasons to challenge Federal Employees' Compensation Act (FECA) claims.	
	1.03 Advise managers or employees regarding the services provided by the Civilian Employee Assistance Program (CEAP).	
	1.04 Analyze employee benefits programs and services (e.g., retirement, health insurance, life insurance) to identify areas requiring improvement.	
	1.05 Analyze Office of Workers' Compensation Programs (OWCP) chargeback reports to identify cost trends.	
	1.06 Assess legislative proposals to determine the impact upon an organization's civilian employee assistance program (e.g., Telework, work life, Alternative Dispute Resolution [ADR]).	
	1.07 Authorize payment of bills (e.g., drug, doctor, hospital) in accordance with compensation management regulatory guidance.	

- **The 0201 Competency Network:**
- **First Competency and First Seven Items**



# Assessment Library Benefits

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- ❑ Provides easy access to competencies searchable by PD number, position title, series, grade, and **keyword**
- ❑ Stores items linked to competencies for efficient re-use of content
- ❑ Promotes a common competency/KSA language across your component
- ❑ Minimizes inconsistency and redundancy
- ❑ Opportunity to enforce accuracy and quality standards
- ❑ Creates new reporting capabilities on how, when, by whom and to what effect assessment are used
- ❑ Facilitates the use of competencies, tasks, and items supported by job analysis
- ❑ Helps hiring managers use and remain consistent with the assessment tools used within their functional community

# Efficiency

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- ❑ DON HR Analytics estimates USA Staffing users currently spend 4 hours per assessment
  - ◆ Write competencies and tasks in a Word document
  - ◆ Format Word document into an assessment questionnaire
  - ◆ Send to HM for edits
  - ◆ Review edits/ make changes
  - ◆ Import the document into USA Staffing
- ❑ We estimate users spend 30 minutes per assessment using the library
  - ◆ Select the competencies and items from the library
  - ◆ Send to HM for review (no edits)

- ❑ Assessment Data showed inefficient re-wording of items
  - ◆ Cost Benefit Analysis had over 70 item re-writes
  - ◆ Our team consolidated this to 4 items
- ❑ Assessment data had poorly written items
  - ◆ Wrong Series
  - ◆ Nonsensical
  - ◆ Double (or more) Barreled
  - ◆ Use of Subjective or Evaluative Terms (Not Measureable)
  - ◆ Too Limited
  - ◆ Use of Acronyms (there were hundreds of these items)
  - ◆ Too many qualifying statements
  - ◆ Qualifying statements that are inappropriate for the verb/object
  - ◆ Other (Poor grammar, Misspellings, etc.)
  - ◆ Doesn't follow OPM best practices formula



# DON Crawl

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## ☐ One customer, serviced by one Ops Center

- ◆ Trained 3 users via classroom training
- ◆ Trained 25 hiring managers via classroom training
- ◆ GS only; merit recruitments only
- ◆ Low volume: 1 recruitment per month

## ☐ Crawl 2.0: Added a second customer

- ◆ Same 3 users
- ◆ Trained 24 hiring managers via classroom training
- ◆ Trained the HRO via classroom training
- ◆ GS and FWS; merit, DE, EHA, Pathways
- ◆ Medium volume: 6 recruitments per month



# Training Stakeholders

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## ☐ Ops Center Users

- ◆ Live Classroom Training
- ◆ Comprehensive User Guide: Portal
- ◆ Factsheets: Portal and Direct E-mail

## ☐ Hiring Manager Users

- ◆ Power Point Training: Portal
- ◆ Comprehensive User Guide: Portal
- ◆ Toolkit/Factsheets: Portal and Direct E-mail

## ☐ HROs/ Applicants

- ◆ Power Point Training: Portal
- ◆ Factsheets





# Ops Center Training Schedule

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- ❑ Classroom training will be conducted by RTPD
  - ◆ RTPD will visit each Ops Center on site
  - ◆ Ops Center will provide 2 SME for Training/ OJT
- ❑ Walk Training will be in October 2016
- ❑ Run Training will begin in February 2017
  - ◆ Run training in four iterations
  - ◆ February/ April/ June/ August
  - ◆ Fully transitioned by end of August 2017
- ❑ RTPD sets the training schedule and slots
- ❑ Ops Centers select which customers and which users for each iteration



# Training Types

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- ❑ Just-in-Time Training
  - ◆ 5 days of classroom training
- ❑ On-the-Job Training
  - ◆ 3 days of OJT by RTPD instructors
  - ◆ Several weeks of OJT by Ops Center SMEs
- ❑ Make-it-Stick training
  - ◆ 2 Days of classroom/ OJT training

# Conclusion

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- ❑ DON obtained additional funding and billets for a two year period
- ❑ Two program managers
  - ◆ USA Staffing
  - ◆ Onboarding
- ❑ Managing the project in three sections
  - ◆ System Admin
  - ◆ Assessment Library
  - ◆ Training and Marketing
- ❑ Collaborate with stakeholders
- ❑ Support from senior executives



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# Questions

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Upgrade Program Manager

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